

TOPIC SHEET 9
NAVY HERITAGE AND CORE VALUES

A. INTRODUCTION:

This topic discusses how values, principles, and morals relate to each other. The Navy's Core Values are closely tied to Naval heritage and traditions. It is important that the Chief Petty Officer align personal values with the Navy's Core Values.

B. ENABLING OBJECTIVES:

- 9.1 Explain the relationship between values, principles, and morals.
- 9.2 Discuss the origin and heritage of the Navy's Core Values.
- 9.3 Discuss the concept of the Navy's Core Values.
- 9.4 Explain why our Navy emphasizes certain values.
- 9.5 Analyze situations and determine appropriate ethical behavior(s).

C. TOPIC PREPARATION:

- 1. Read: Prior to this topic, the selectee will read at least one book from the Naval Heritage Reading List (Appendix A). The student will be prepared to discuss each of the elements of the Navy's Core Values in the book(s) selected with a goal of relating today's values with the way the Navy's Core Values were demonstrated throughout our heritage.
- 2. Complete: Complete the CPO Indoctrination Naval Heritage Assignment Worksheet.

D. REFERENCE:

- 1. Naval Heritage Reading List. Appendix A.

E. SUPPLEMENTAL READINGS:

These readings are suggested as additional sources of information. Although not required, you are encouraged to review them to broaden your perspective of the lesson.

- 1. NAVOP 030/92, Core Values of the United States Navy.
- 2. Naval Heritage/Core Values Reading Discussion Guide. Direct Line, Vol. 17, No. 4: June – July 1997.

F. INSTRUCTION SHEETS:

1. TS 9 Naval Heritage/Core Values
2. OS 9-1 Naval Heritage/Core Values
3. CS 9-2 The Webs We Weave
4. CS 9-3 A Question of Values
5. IS 9-4 Code of Conduct
6. IS 9-5 Navy's Core Values
7. ES 9-6 Core Value/Quality
8. AS 9-7 Naval Heritage Reading Assignment

**OUTLINE SHEET 9-1
NAVY HERITAGE AND CORE VALUES**

A. INTRODUCTION:

1. Introduction

This topic discusses the concept of values, ethics and the Navy's Core Values within Naval heritage.

Communicating the core values, standards and information of our Navy that empower Sailors to be successful in all they attempt (Core Competency).

2. Values

Values are principles considered worthwhile by an individual or group.

Values come from an individual or group's interpretation of principles and are affected by such things as family, religion, and culture.

Ethics is a body of moral principles that set standards of behavior for members of an organization. These standards reflect shared values expressed in a code of ethics people agree to uphold.

America's Navy also embraces a code of ethics, whose impact is even greater than ethical codes of other institutions. The consequences of unethical behavior in a military setting can be much graver than elsewhere.

Everyone should act ethically, especially members of our Navy. The American people have entrusted us with its blood and treasure to uphold the Constitution and defend our way of life. This charge demands no less than the most worthy values and highest standards

3. The relationship between values, principles, and morals:

- a. Principles are universally accepted truths.
- b. Values are an individual or group's interpretation and prioritization of those principles.
- c. Morals reflect an individual's concept of the distinction between right and wrong.

4. Core Values are key values an organization adopts to achieve its purpose and ensure its survival. They're so vital, that conduct which threatens or erodes them is considered unethical and a threat to the organization's ultimate survival.

5. Origin and heritage of the Navy's Core Values

a. Instilled in the oath

The Oath

***I** will bear true faith and allegiance...@
Honor*

***I** will obey the orders...@
Commitment*

***I** will support and defend...@
Courage*

b. Established by law and tradition

- (1) The constitution and federal law (U.S. Code) form the origin and heritage of the Navy's Core Values.
- (2) The UCMJ (1950) provided an initial framework, and the Code of Conduct (1955) helped set the stage for the original Navy Core Values of Professionalism, Integrity, and Tradition.
- (3) A reevaluation of those Core Values in 1992 culminated in the promulgation of Honor, Commitment, and Courage.

c. Proven in crisis

***A**the system of values that I carried with me... was to be tested by my captors.
The payoff was my self-respect.@
(VADM Stockdale)*

6. Elements of the Navy's Core Values.

As a Chief Petty Officer in the Navy, it becomes increasingly imperative that your personal values and the Navy's Core Values line up. A value-based command properly supported by a solid personal value system by its members affects every dimension of the command. Some elements demonstrated by the Navy's Core Values are:

a. Honor

- (1) Honesty
- (2) Integrity
- (3) Responsibility
- (4) Truthfulness

b. Courage

- (1) Loyalty
- (2) Patriotism
- (3) Valor
- (4) Conviction

c. Commitment

- (1) Competence
- (2) Teamwork
- (3) Reliability
- (4) Respect

7. Role Model

Regardless of your role you're always on display. Aware of it or not, you set an example, especially among younger peers or new arrivals. People quickly notice shortcomings. They observe and judge you by what you choose to confront, reward, and ignore.

Be consistent in actions and always send clear messages. Inconsistent actions or mixed messages confuse people. They may react unethically to meet your expectations:

- Avoid actions you can't justify.
- Admit mistakes and correct them.
- Use past successes to guide actions.
- Stand by your good decisions.
- Give people time to respond.
- Act responsibly.

8. Exercise: Debrief Reading Assignment in accordance with Assignment Sheet 9-6.

9. Navy's Core Values within the framework of Naval Heritage.

Chief Petty Officers are the guardians of our Navy's heritage and traditions. This is not collateral to our other military and professional responsibilities. In fact, it may be the most important long term obligation that comes with our khakis and anchors. Discussion on this topic of our Navy's Core Values of Honor, Courage, and Commitment within the framework of our heritage should evoke great pride in our service. Pride, when channeled correctly, modifies behavior and binds our CPO community.

10. Summary

**CASE STUDY 9-2
THE WEBS WE WEAVE**

A. INTRODUCTION:

The purpose of this Case Study is to have the students recognize their responsibilities to preserve the practice of telling the truth. If one suspects that a subordinate is not telling the complete truth, then it is the responsibility of the Chief Petty Officer to insist upon clarification.

B. REFERENCES: None

C. DIRECTIONS:

Read the case and consider responses to the questions provided. Be prepared to engage in class discussion on the issues.

D. SCENARIO

The Division Chief was particularly pleased with the newly reported E-6. The previous E-6 had been difficult to work with and it was time for a change. The Acan-do≡ attitude of the new E-6 was refreshing to the chief, who looked forward to the opportunities for improving the effectiveness of the division.

The new E-6 was always very positive and consistently presented the plus side of any situation. On the last zone inspection, the division received more than the normal amount of discrepancies. This concerned the Chief because he had specifically directed the E-6 to check out the spaces prior to the inspection. The E-6 had done so and reported to the Division Chief that everything looked great. When approached on this matter, the E-6 told the Chief that he had observed several of the discrepancies but was assured by the responsible POs that they would be corrected in time for the zone inspection.

The Chief chose to ignore the mix up, mainly because he enjoyed the ebullient personality of the E-6. The Chief noticed that the E-6 possessed a strong desire to please and tended to always paint a very rosy picture. The Chief felt that the Afleas come with the dog,≡ so this was something he would just have to accept. Besides, this new E-6 was so much better to be around than predecessor.

E. QUESTIONS:

1. What are the possible consequences if the Chief continues to ignore the E-6's behavior?

2. Is the Chief responsible for the behavior of the E-6?

3. What actions, if any, should the Chief take?

4. What other issues need to be addressed?

**CASE STUDY 9-3
A QUESTION OF VALUES**

A. INTRODUCTION:

The purpose of this Case Study is to have students recognize their responsibilities with respect to preserving personal integrity. As a new Chief Petty Officer, you will be placed in positions of higher expectations and be given special trust and confidence. This case will direct the students' focus on actions required when confronted with an ethical dilemma.

B. REFERENCES: None

C. DIRECTIONS:

Read the case study and consider responses to the questions provided. Be prepared to engage in a class discussion on the issue/s.

D. SCENARIO:

A junior enlisted approached you as a Chief Petty Officer complaining of harassment by another Chief Petty Officer. You, however, are not in the complainant's chain-of-command. The Chief being charged is in the complainant's chain-of-command and is held in high regards at the command. In fact, the Chief being charged has a very good chance of being promoted to Senior Chief Petty Officer.

What should you do? Should you forward the complaint up the complainant's chain-of-command? Should you report it to the Chief being complained about and resolve it at your level Chief to Chief. Should you do nothing?

Things that may cross your mind: Forwarding the complaint may hurt someone's career and family life. Making Chief is a big step, and reporting one incident may jeopardize many years of hard work. Besides, you are not in the Chief's chain-of-command and can't be held responsible for everything that goes on in the Navy. You have your own responsibilities in your own chain-of-command.

As a Chief Petty Officer yourself, you have a fraternal obligation to cover for one of your own. And, since the accused Chief is highly respected in the command, reporting the incident could possibly alienate other Chiefs, thus, creating a great degree of disharmony in the command. Command stability takes precedence over an unsubstantiated complaint by a junior personnel.

E. DISCUSSION:

1. Is loyalty an issue in this case? If it is, where must our loyalty reside? May we prioritize our level of loyalty?

2. Is one (seemingly unsubstantiated) compliant worth the problem it may cause a promising career of a senior Sailor? Why or why not?

3. Is “doing nothing” a viable option for a Chief Petty Officer in this case? By doing nothing, what are the potential implications for the complainant, the accused Chief, the involved command, and you?

4. What message will you send to others if the complainant’s problem is ignored?

5. What is the right thing to do for a Chief Petty Officer in this case?

**INFORMATION SHEET 9-4
CODE OF CONDUCT**

I am an American fighting in the forces that guard my country and our way of life, I am prepared to give my life in their defense.

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

Should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies.

I will never forget that I am an American fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

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INFORMATION SHEET 9-5 NAVY'S CORE VALUES

A. INTRODUCTION:

Information Sheet 9-4 provides a compilation on the meaning of Honor, Courage, and Commitment. The intent of this information sheet is to provide application of these words to today's Navy environment.

B. REFERENCES:

1. Naval Heritage/Core Values. Direct Line. Vol. 17, No. 4: June-July, 1997
2. NAVOP 030/92, Core Values of the United States Navy.
3. CIN A-500-0001, CMEO Command Training Team course.

C. INFORMATION:

1. Elements of the Navy's Core Values

These three words, Honor, Courage, and Commitment describe our Core Values. You should recognize they are only a symbolic summary of the many values and traits which constitute the character of a Sailor. For instance, **HONOR** involves the *demonstration of fidelity, respect, honesty, responsibility and integrity*; **COURAGE** has elements of *loyalty, patriotism, valor, sacrifice, purposefulness and conviction*; and **COMMITMENT** encompasses *competence, teamwork, reliability, self discipline, sacrifice, perseverance, concern and respect*.

2. The cornerstone of our future will be the character of each member from the newest recruit or civilian employee to our senior leadership. On 9 Oct 92, the CNO executive steering committee adopted the Core Values of honor, commitment, and courage as the benchmarks for expected behavior and leadership.

HONOR

Conducting oneself in the highest ethical manner in all relationships. Being honorable and truthful in all dealings.

Being willing to make and accept honest recommendations.

Encouraging new ideas and delivering the bad news when required.

Abiding by an uncompromising code of integrity (taking responsibility for one's actions and keeping one's word)

Fulfilling or exceeding ethical and legal responsibilities in public and personal life twenty-four hours a day.

Having no tolerance of improper behavior or the appearance of such behavior. Being always mindful that any improper personal conduct by any Sailor dishonors the institution.

Being mindful of and truly thankful for the privilege we have to serve our country, having a full and deep understanding of the terms of our service.

COURAGE

Having resolve to meet the demands of our profession/mission when it is hazardous, demanding, or otherwise difficult.

Making decisions in the best interest of the Navy and the nation without regard for personal consequences. Doing what is right even in the face of personal or professional adversity.

Adhering to a higher standard of personal conduct and decency, even when there is personal sacrifices.

Having loyalty to the nation by ensuring the resources entrusted to us are used in an honest, efficient, and careful way.

COMMITMENT

Resisting all urges to reassess Aprofessional≡ obligations when other, more attractive, Apersonal≡ options are presented.

Keeping promises no matter how inconvenient, refusing to reassess obligations when other more attractive options are presented.

Being constantly aware of the obligation which accompanies the oath of enlistment and willingly accepting the day to day impact of that obligation on the personal level.

Demanding and showing respect up and down the chain of command.

Caring for the safety, professional, personal, and spiritual well-being of Sailors and their families.

Showing respect to all people without regard to race, religion, or gender. Treating each individual with human dignity.

Fully accepting and understanding priorities: that the A Quality of Sailor's work is more important than the A Quality of life, always balancing mission/people priorities with diligence and wisdom.

Committing to positive change and constant improvement. Setting personal and professional goals consistent with Navy's values and mission and working with discipline to achieve them.

The following chart illustrates the Navy's Core Values.

HONOR	COURAGE	COMMITMENT
Ethical Honest Truthful Make recommendations Encourage ideas Integrity Responsibility: Legal Ethical Behavior: Personal Professional Accountable	Professional/Mission: Demanding Hazardous Difficult Sound decisions (in spite of personal consequences) Meet challenges Higher standards Personal standards Decency Loyal to USA Manage resources: Honestly Carefully Efficiently Strength: Moral Mental Do right in face of: personal or professional adversity	Respect chain of command Care for personnel safety and well being: Personal Professional Spiritual Respect for all: Races Religion Gender Human dignity Positive change Moral character Technical excellence Quality Competence Work as a team Improve: Quality at Work Our People Ourselves

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**EXERCISE SHEET 9-6
CORE VALUE/QUALITY**

Description	Core Value/Quality
1. Do what's right, even when no one is watching.	a. Loyalty b. Duty c. Respect d. Selfless Service e. Honor f. Integrity g. Personal Courage
2. Endure fear and do the right thing.	a. Loyalty b. Duty c. Respect d. Selfless Service e. Honor f. Integrity g. Personal Courage
3. Live up to all the Navy values.	a. Loyalty b. Duty c. Respect d. Selfless Service e. Honor f. Integrity g. Personal Courage

4. Bear true faith and allegiance to the Constitution.	<ul style="list-style-type: none">a. Loyaltyb. Dutyc. Respectd. Selfless Servicee. Honorf. Integrityg. Personal Courage
5. Do what's right, legally and morally.	<ul style="list-style-type: none">a. Loyaltyb. Dutyc. Respectd. Selfless Servicee. Honorf. Integrityg. Personal Courage
6. Put welfare of Nation ahead of personal desires.	<ul style="list-style-type: none">a. Loyaltyb. Dutyc. Respectd. Selfless Servicee. Honorf. Integrityg. Personal Courage
7. Treat people as they should be treated.	<ul style="list-style-type: none">a. Loyaltyb. Dutyc. Respectd. Selfless Servicee. Honorf. Integrityg. Personal Courage

ASSIGNMENT SHEET 9-7
NAVAL HERITAGE READING ASSIGNMENT

A. INTRODUCTION:

The Navy's Core Values of Honor, Courage, and Commitment have been displayed time and time again by Sailors throughout our history. It is that history and the demonstration of these Core Values in often very trying, dangerous, and even hopeless circumstances that have given our Navy the proud heritage we share and strive to uphold today.

The goal of this assignment is for you to be prepared to discuss each of the elements of the Navy's Core Values in the book(s) selected by relating today's values with the way the Navy's Core Values were demonstrated throughout our heritage.

B. REFERENCES:

1. Naval Heritage Reading List, MCPON's Direct Line. Vol. 17, Nov. 2: June-July 1997.

C. SUPPLEMENTAL REFERENCES:

These readings are suggested as additional source of information. Although not required, you are encouraged to review these readings to broaden your perspective of the lesson.

1. NAVOP 030/92, Core Values of the United States Navy

D. DIRECTIONS:

This assignment should be made at least three weeks prior to the start of the CPO Indoctrination Course and must be completed prior to this lesson, Naval Heritage/Core Values, Topic 9.

1. You will read at least one book from the Naval Heritage Reading List. (Selectees will be assigned a title to read by the Command Master Chief/Chief of the Boat who will ensure several different titles are read to provide a broad base for formal discussions in the course curriculum).
2. From the selected reading, you will take notes on those actions supporting (or not supporting) the Navy's Core Values. **Your notes should be sufficient to prepare you to participate in the discussion period scheduled during the CPO Indoctrination Course.**
 - a. While reading, for example, note page numbers for future reference or keep narrative notes.

- b. Refer to Information Sheet 9-3, Elements of the Navy's Core Values or NAVOP 030/92, Core Values of the United States Navy for the elements that comprise each individual value.
- c. Use a good quality dictionary, thesaurus, or other suitable reference to become familiar with the conventional definitions of our Core Values and the elements listed in Information Sheet 9-3, Elements of the Navy's Core Values.
- d. Be prepared to discuss the demonstration of the Navy's Core Values in your selected reading.